REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Washington Headquarters Service, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington, DC 20503.
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1. REPORT DATE *(DD-MM-YYYY)*	2. REPORT TYPE	3. DATES COVERED *(From - To)*
11-04-2012	Master of Military Studies Research Paper	September 2011 - April 2012

4. TITLE AND SUBTITLE
A Look at Long-Term Strategic Planning:
Comparing and Contrasting Approaches by the United States Government 3D Planning Model and a Non-Governmental Organization

5a. CONTRACT NUMBER
N/A

5b. GRANT NUMBER
N/A

5c. PROGRAM ELEMENT NUMBER
N/A

6. AUTHOR(S)
Miner, Casey J.

5d. PROJECT NUMBER
N/A

5e. TASK NUMBER
N/A

5f. WORK UNIT NUMBER
N/A

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)
USMC Command and Staff College
Marine Corps University
2076 South Street
Quantico, VA 22134-5068

8. PERFORMING ORGANIZATION REPORT NUMBER
N/A

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)
N/A

10. SPONSOR/MONITOR'S ACRONYM(S)
N/A

11. SPONSORING/MONITORING AGENCY REPORT NUMBER
N/A

12. DISTRIBUTION AVAILABILITY STATEMENT
Unlimited

13. SUPPLEMENTARY NOTES
N/A

14. ABSTRACT
The goal of long term security planning in the global environment is to provide a stabilizing presence, irrespective of current affairs, to build relationships and capacity to prevent future conflict. Although strategic planning for the US Government is top-down driven and conversely bottom-up focused by nongovernmental organizations such as World Vision, there is much to share between government agencies and nongovernment organizations. Collaboration can prevent conflict and build capacity as engagements are prioritized and assessments provide enduring relationships during shifts in policy and resources. Comparing and contrasting the new draft US Governmentôs 3D planning model with that of World Visionôs may offer opportunities for improved long-term strategic planning. The US Governmentôs interagency 3D planning model is a first step draft, in an ongoing effort to bridge the gaps in the planning community-between interagency counterparts at headquarters and their components-to the extent possible in accordance with the responsibilities and authorities of each agency.

15. SUBJECT TERMS
Strategic Planning; Assessments; Capacity Building; Community; Long-Term; Interagency; Non-Governmental Organizations; Unity of Effort; World Vision; 3D Planning Model; Child-Focused

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE	UU	50	Marine Corps University / Command and Staff College
Unclass	Unclass	Unclass			19b. TELEPONE NUMBER (*Include area code*) (703) 784-3330 (Admin Office)

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MASTER OF MILITARY STUDIES

A Look at Long-Term Strategic Planning: Comparing and Contrasting Approaches by the United States Government 3D Planning Model and a Non-Governmental Organization

SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES

MAJ Casey Miner
US Army Reserve

AY 11-12

Mentor and Oral Defense Committee Mentor: Donald F. Bittner, Ph.D., Professor of History
Approved: Donald F Bittner
Date: 10 April 2012

Oral Defense Committee Member: Richard L. DiNardo
Approved: Richard L. DiNardo
Date: 10 April 2012

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Executive Summary

Title: A Look at Long-Term Strategic Planning: Comparing and Contrasting the United States Government 3D Planning Model and a Non-Governmental Organization

Author: MAJ Casey Miner, United States Army Reserve

Thesis: Although strategic planning for the US Government is top-down driven and conversely bottom-up focused by nongovernmental organizations like World Vision, there is much to share between government agencies and nongovernment organizations.

Discussion: The three US Government agencies for diplomacy, development, and defense have recently collaborated on a single strategic draft planning guide named the "3D Planning Model." The model outlines an initial, coordinated whole of nation approach to long-term planning for global security as the Department of State, Agency for International Development, and Department of Defense have greatly recognized the need for collaboration in resource sharing where possible. There are still areas the agencies must endeavor to resolve to make this model work, but the initial effort frameworks processes, culture, communication, and identifies how the agencies have built strong relationships over the past ten years. This has greatly enhanced US Government capabilities at the top levels that make differences at the local levels.

World Vision is a long-standing nongovernmental organization whose approach to capacity building is bottom-up and community-based to solve poverty and provide stability through children as agents of change. This is done with a fundamental understanding that change and capacity building may take 20 years depending on the severity of the problem and level of capacity when the project begins, and that the focus must remain at the local level. World Vision spends an inordinate amount of time assessing and framing the problem so that once programs and projects are approved and aligned with their objectives, relationships already exist. Long-term commitment supports principles and approaches that may change or adapt on the road to measured outcomes through a unity of effort and the goal of sustained well-being of children.

Conclusion: The US Government is still adapting to its new role as a global partner sharing resources and responsibilities after leading ten-years of war in Iraq, Afghanistan, and elsewhere, debatably one year at a time. The 3D planning model is a huge step toward approaching long-term whole of government planning. As a constant presence of capacity building and stability, there is much that the US Government can learn from non-governmental organizations. World Vision's strategic vision and planning model, evolving and respected since 1950, is one such example.

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Preface

One personal story: I arrived in Guatemala in the fall of 2009 to visit Soldiers conducting security cooperation medical missions in the remote jungle. There were still a few days left before the medical team moved to another site, but they were out of needed medicines because of the overwhelming, and unpredicted, response from the locals. U.S. forces did not plan to return to this area. There was no link-up with local agencies or non-governmental organizations to share information, resources, or coordinate any follow-up plans.

The process had been planned top-down out of good will; however it missed the mark at the local level for any sustained medical diplomacy. Not all local issues were addressed, including plans to treat the local water sources to help battle systemic digestion problems. The kids given their first and only pair of glasses, received a dental check-up, or deworming shots to fight diseases, would soon realize that this might be their only medical visit for the next few years, (or longer). This personal story reinforces the need for effective whole of government planning to more effectively utilize resources in capacity building to confront poverty, strengthen relationships, and prevent conflict. If the plans had been developed through local leaders, their needs and concerns would have been heard and addressed, and proper resources could have been allocated.

In contrast, many nongovernmental organizations like World Vision operate in a different manner in hundreds of communities around the world. They take an inordinate amount of time assessing situations and building long-term relationships throughout a project, ensuring that objectives are measured and adjusted to address the right problem. Strategic documents and principles help guide World Vision's operational approaches and outcomes to align with their core values to support the goal of sustained child well-being in families and communities.

As I have had the chance to step back during this academic year and become more aware of the complexities associated with wicked global problems, I have become more convinced to do something about it. The above personal story represents my frustration with US Government planning mechanisms, and my motivation for this research project. I was pleasantly surprised to find as I embarked on this journey that significant efforts continue to improve interagency planning through the draft 3D planning model, and among the armed services within the Department of Defense. Long-term integrated strategic planning isn't just a buzz phrase. It is a now the way of doing business wherever possible and feasible among the US Government agencies. I am hopeful.

I must first thank God for continuing to bless me with opportunities to learn and explore this complex world, and ways in which I can make a difference. I want to also thank Dr. Donald F. Bittner, who as my operational art professor and thesis mentor convinced me that I had something important to study and provided much needed editing to keep me focused. John Hasse was instrumental in helping me with the cultural and procedural understanding of World Vision, an incredible organization. I have the utmost respect for John and World Vision and thank them both for what they do every day for children in poverty around the world. I must acknowledge my awesome wife, Robyn, who wholeheartedly supports me and makes everything work in our life while I follow my dreams to make the world better, and my children, Corey and Emilie, who are proud of my service in the armed forces.

Prologue

"You've got to be very careful if you don't know where you are going because you might not get there." – Yogi Berra[1]

Yogi Berra got it right about succeeding with planning. George Washington also said that "Experience teaches us that it is much easier to prevent an enemy from posting themselves than it is to dislodge them after they have got possession."[2] These men of different eras but similar love of country nicely reinforce the effects of strategic planning to help prevent undue hardship.

In contrast, if the US government does not establish aims and goals in planning that align with global, host nation, and American interests, there is potential for obstacles to prevent progress and solutions, and even the risk of failure. Before setting out to compare and contrast two completely different models for planning global conflict prevention, there are a few key terms that are heavily used throughout the paper, and these must be clarified and defined up front to ensure comprehension and understanding. The terms: **assessments, capacity building, conflict**, **planning, and strategic** offer some continuity and distinction among the vastly different agencies and World Vision.

Assessments: 1. A continuous process that measures the overall effectiveness of employing joint force capability during military operations. Determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. (DOD) 2. The analysis and critical evaluation of pre-existing environmental, political, sociological, cultural or other conditions or situations which would have an effect upon or influence the success of a program or achievement of a Development Objective. (USAID) 3. The process of defining the "why" of a proposed program/project by collecting and analyzing information on the

community, the agency and other partners. (World Vision) World Vision's assessment process is a comprehensive six-step tool that walks program and project leaders from alignment with national strategies through funding and partner checks to submission and reflection.

Capacity Building: 1. Enabling people, organizations, and societies to develop, strengthen, and expand their abilities to meet their goals to fulfill their mandates. Capacity is strengthened through the transfer of knowledge and skills that enhance individual and collective abilities to deliver services and carry out programs that address challenges in a sustainable way. It is a long-term and continuous process that focuses on developing human resources. (US Government) 2. Capacity building is a core competency of World Vision. There are three overarching phases of capacity building within World Vision. The first phase involves providing basic needs for the local people until they are able to share the responsibility and labor. The first phase is primarily focused at the community level with education, training, and developing skills. Phase two is a transition to building or enhancing structures, facilities, and land with shared responsibility. Phase three is a transition that puts local faces in the forefront and World Vision steps back to facilitate and advise until the project is assessed as complete. A key element of World Vision's commitment is legitimate local governments that actively participate in programs to take the operational lead. (World Vision)

Conflict: Conflict exists within every level of foreign policy. How conflict is acknowledged and approached often decides the length of time and amount of commitment required to handle the situation. "It can be an opportunity for creativity as well as destruction. There could be ideological differences, tribal competition, extreme social and economic inequality or a scramble for oil revenues."[3] Conflict may or not mean war; within this paper,

conflict is the only term used in conjunction with operations dealing with capacity building and stability planning.

Planning: Planning is the process to identify appropriate objectives, develop approaches to reach them, assign needed resources, organize to achieve results, and identify the means to measure progress. 1. Joint doctrine notes that "planning translates strategic guidance and direction into campaign plans, …, and operations orders."[4] (DOD) 2. The Department of State even adds, "Integrating activities in space and time," to their planning cycle. (DOS) That is the intent of the 3D planning model among the US government agencies. 3. World Vision states that an organization must continuously adapt so that "People shift from being fragmented, competitive and reactive, to become systematic, cooperative and creative."[5] It could take country leaders up to 18-months to complete an assessment that is inclusive of local needs, allocated resourcing, and verification of meeting World Vision objectives. Relationships are formed and developed during this time, so that once a program is approved there is an established trust among key partners. (World Vision)

Strategic: This word has been abused in the international lexicon to draw attention to visions and objectives. Strategic is usually associated with the highest levels of an organization, but it means different things to the Department of Defense, the Department of State, the Agency for International Development, and within the non-governmental organization World Vision. The line between high-level strategic and tactical strategy can be blurred. The Department of Defense sees strategy as a prudent idea or set of ideas that result in employing instruments of our national power to achieve high-level objectives. World Vision has lower-level strategies that support the organizational goals and mandates. This is effective because of the decentralized community-level focus of the organization but remains a strategic asset. For this paper and to better compare

US government entities with World Vision's use of the term, strategic is defined as long-term efforts and projects that link local to regional or national objectives.

These terms offer a glance at the complex nature of attempting to compare and contrast, and build cooperation between very different organizations with very different global perspectives. Planning considerations are multifaceted between USG agencies. Trying to apply considerations from a non-governmental organization for future applications will not always perfectly align. In line with the 3D planning model, this paper is a first draft attempt to draw some parallels and opportunities for long-term strategic planning between government agencies and non-governmental organizations. First, codifying terms is an important step.

Author's Note: The explanations of each term in this section are of the author's judgment through experience and previous research for this paper, unless otherwise cited through the use of endnotes or parenthetical attribution.

"We never have calendars, watches, or calculators like the Americans do," says a former Taliban government minister who is now a leading member of the insurgency's propaganda cell. "From the Taliban point of view, time has not even started yet."[6]

"World Vision and USAID have been partners for three decades in government grant work all over the world. We have a unique appreciation and understanding of the impact of U.S. foreign assistance on the lives of children and families around the world," said World Vision President, Richard Stearns, "We believe in what USAID is doing and we are proud to be their partner."[7]

FRAMING THE PROBLEM

The goal of long term security planning in the global environment is to provide a stabilizing presence, irrespective of current affairs, to build relationships and capacity to prevent future conflict. Although strategic planning for the US Government is top-down driven and conversely bottom-up focused by nongovernmental organizations such as World Vision, there is much to share between government agencies and nongovernment organizations. Collaboration can prevent conflict and build capacity as engagements are prioritized and assessments provide enduring relationships during shifts in policy and resources. Comparing and contrasting the new draft US Government's 3D planning model with that of World Vision's may offer opportunities for improved long-term strategic planning. As the former Taliban leader confirms above, if the United States does not approach strategic engagements with long-term planning then enemies in other lands have the advantage of "waiting America out" after discontent and frustration set in where U.S. interests are involved. The Agency for International Development has partnered with nongovernmental organizations such as World Vision for over 30 years. A long term perspective with respect to time must encompass the 3D planning model.

The US Government's interagency 3D planning model is a first step draft, "in an ongoing effort to bridge the gaps in the planning community-between interagency counterparts at headquarters and their components-to the extent possible in accordance with the responsibilities and authorities of each agency."[8] The 3D planning model that connects diplomacy, development, and defense gives the United States a first of its kind opportunity to shift the American way of war from heavy reliance on technology and overwhelming force[9] to a more community level approach that provides a stabilizing presence to prevent and react to conflict. The model doesn't work on all problems or currently solve all planning inconsistencies among the agencies, but it assists in building relationships and breaks historical silos for contingency and security planning.

Through the 3D Planning Group (3DPG), the collective group tasked from each agency to continually evaluate gaps and opportunities for planning and engagement, the 3D planning model offers an attempt at an enduring collaborative approach to interagency unity of effort and purpose that has not existed in the past. The model doesn't negate internal agency responsibilities, but it does help with a whole of government approach where feasible integrated decision making and efforts make sense. Lastly, this comparison of two strategic planning models is not all inclusive, as there are many other aspects and pieces of each model which are not addressed. However, the intent of study is to focus on the major portions of planning for each model that demonstrates collaboration and efficiencies, or where noted adjustments can or should be made to support cooperation.

President Barack Obama released his strategic defense guidance in January 2012, "to identify our strategic interests to guide our defense priorities and spending over the coming decade."[10] For the armed forces, it states that U.S. forces will "provide a stabilizing presence abroad" as one of its primary missions.[11] In their respective ways, the US Government and

World Vision share a common mission of helping all people to overcome poverty and injustice regardless of religion, race, ethnicity, or gender. World Vision is a long-standing, well-respected religious nongovernmental organization that seeks to work alongside the poor and oppressed and partner with communities. The belief is that poverty is surmountable, and its vision is to help each person enjoy the fullness of life by providing strategic capacity projects and programs through effective planning to combat poverty, empower communities, and improve the well-being of children as agents of change for stable environments.[12] The US Government often sees operational planning as event driven while World Vision sees it as a process. World Vision approaches planning through community assessments and requirements that are managed at the country level to support effective oversight and long-term relationships. Similarly, the US Government has recently shifted its focus to the country level with the development of the combatant commands, and in recent years solved interagency friction by placing key civilian leaders in high level defense organization leadership positions. This is good.

The Department of Defense's joint operating concept, "describes how the future joint force will conduct operations, to prevent, deter, disrupt and defeat those who pose irregular threats. The goal is to enhance a local partner's legitimacy and influence over a population by addressing the causes of conflict and building partner capacity."[13] This is what World Vision has done successfully for decades. Without building on the US government's new draft 3D planning model, the country will suffer continued interagency confusion and resource drain in any attempt to export security and influence.

As a final introductory note, there are several assumptions and decisions made to keep this paper topic focused on a comparison of planning models. As stated, the 3D planning model is a draft to identify opportunities for interagency collaboration and friction points within

individual frameworks. Due to election and budget cycles, and continuously shifting national and foreign policy priorities, there are current possibilities for efficiencies and cooperation that may be difficult to address in the coming year. Current lack of governmental cooperation for budgeting, resourcing, prioritizing and strategic focus of the country truly affects agency level strategic planning. Rapid turnover of major administration, congressional, agency and military leadership has greatly affected continuity and strategic focus. This is acknowledged, but the focus of this paper is on the process of strategic plans, and what that means in the context of preventing conflict.

World Vision is over 60 years old, and continues to reinvent itself to provide a sustained global presence to combat poverty and partner with others to reach vulnerable populations of children who deserve strong communities and opportunities. It is a Christian organization that is child-focused and community-based. Acknowledging and appreciating its fundamental approach, the intent of the planning model comparison is to showcase World Vision's effective planning mechanisms. Hence, there is very little mentioned about the Christian aspect after this point. At every possible portion of the planning model comparison the emphasis has focused on planning concepts alone.

A CURRENT OPERATING PICTURE OF CONFLICT

The billions of dollars, myriad governments and organizations, and overlapping efforts involved in solving the wicked problem of preventing conflict in the 21st century has forced global leaders and various think tanks to debate the term "victory" and the roles of military forces and organizations involved in areas of crisis and conflict. Assessments, planning, and operations prior to and early in a crisis situation affect later phases of effort; this has been seen in

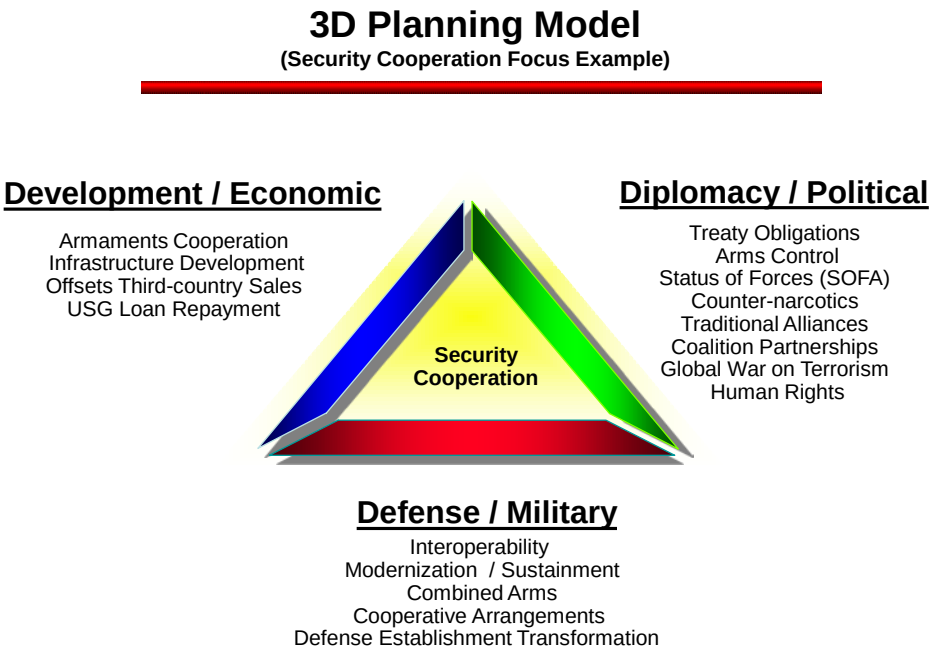
the counterinsurgency struggles in Iraq and Afghanistan. Identifying and addressing the needs and grievances of the people raise memories of theorists and leaders such as Sun Tzu, Mao Tse Tung, and Ho Chi Min. Values and interests are weighed as strategic plans are developed by organizations, nations, coalitions, partners, allies, and of course, enemies. What is needed is a "whole of world" approach.

The economic problems currently confronting the United States have provided non-traditional opportunities for collaboration and partnership. The President's recently approved priorities for the 21st century defense outline, "Whenever possible, we will develop innovative, low-cost, and small-footprint approaches to achieve our security objectives."[14] This has afforded agencies and leaders with opportunities to engage in planning and resourcing ideas culminating in the draft 3D Planning Model.

These approaches are extremely important to understand the context in which the following strategic planning models are addressed and compared. The US Government and other organizations attempt to predict and solve the problems that unexpectedly arise, such as the fall of communism, 9/11, the Arab Spring, and the 2008 global economic collapse. Shannon D. Beebe describes in *The Ultimate Weapon Is No Weapon*, "the sinister evolution of robots and Predator drones; and the dominance of military actors could easily overturn the gains of living amongst the people."[15] Thus, a break is needed from a mentality to more effectively using all the other instruments of national power. The United States must ensure that a stabilizing presence and growth out of poverty are the norms with a whole of government approach.

US GOVERNMENT PLANNING: THE 3D MODEL

The 3D model was developed as a collaboration of all three agencies to continue the progression toward a common understanding of organizational planning within the major US Government agencies. All three organizations, Department of Defense, Department of State, and the Agency for International Development, approach planning differently. They also approach processes, goals, and objectives in dissimilar contexts and along separate timelines. The 3D model helps clarify these differences and gaps, and identifies commonalities for potential integrative approaches to planning.[16] The administration and the departments have all realized that interagency partnerships are necessary for long-term change.



Graph 1. 3D Planning Model focused on security cooperation.[17]

Derek Reveron writes in his book *Exporting Security* concerning security cooperation planning that, "If done well, security assistance activities are coordinated with other interagency

activities beginning at the national level where both the State Department and the Office of the Secretary of Defense derive priorities and guidance from the National Security Strategy, which in turn drives the military's theater campaign plans and embassies' mission strategic plans."[18]

President Obama validated interagency planning and coordination to build relationships and prevent conflict in the 2010 National Security Strategy:

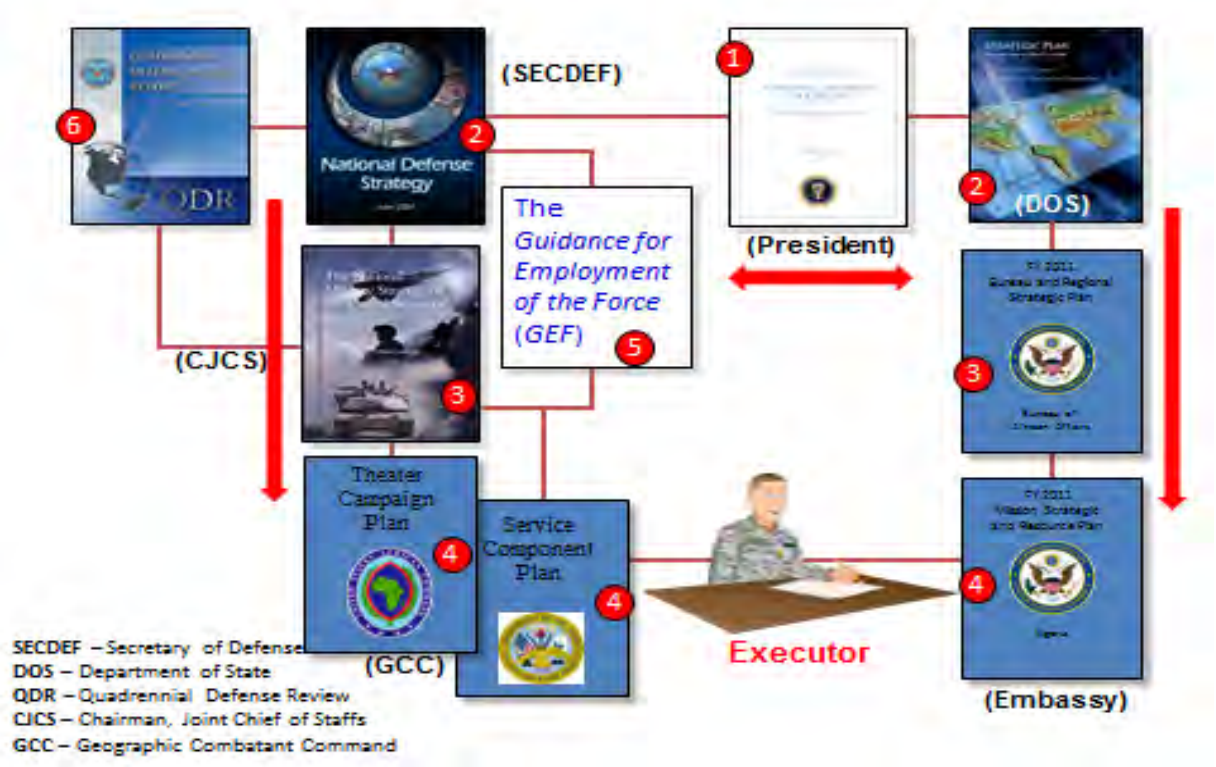
"Abroad, we are strengthening alliances, forging new partnerships, and using every tool of American power to advance our objectives – including enhanced diplomatic and development capabilities with the ability both to prevent conflict and to work alongside our military."[19]

Although there may be recent movements to include bottom-up input as plans are developed, the national strategic guidance for all three agencies comes from top executive level documents starting with the National Security Strategy. Planning obstacles for all three agencies include the inherent focus on security from different perspectives and the constraint of annual congressional budgets. Long term budget woes occur even as strategic plans and visions attempt to shape future structure and readiness. The draft 3D planning model begins to address these obstacles and identify gaps for future cooperation between agencies.

DEPARTMENT OF DEFENSE: The Department of Defense has institutionalized strategic planning through high-level documents starting from the President's National Security Strategy, through the Secretary of Defense's National Defense Strategy, to the Chairman's National Military Strategy, and then from the executing documents of The Guidance for Employment of the Force and the Joint Strategic Capabilities Plan, to the Combatant Command's Theater Campaign Plans. The Quadrennial Defense Review is a title 10 law that details defense priorities every four years, and that review drives service component campaign plans to support

the President and Secretary of Defense's strategic documents, as well as the Theater Campaign Plans.[20]

The Global Employment of the Force is the document that ties strategic priorities into implementable direction for operational activities. It also integrates and consolidates Department of Defense planning guidance related to operations and other military activities into a single and overarching guidance document that provides planners strategic end states and assumptions. The Joint Strategic Capabilities Plan provides military strategic and operational direction to combatant commanders and service chiefs for preparation of operation plans, contingency plans, and theater campaign plans.[21]



Graph 2. Strategic document flow chart with GEF and QDR included. The GEF allocates resources to requirements, and the QDR offers a DOD assessment every four years. The NSS is disseminated through DOD and DOS for lower level plans and resource allocating.[22]

Theater campaign plans are deliberate and periodically reviewed as part of the Defense Secretary's Adaptive Planning and Execution System. Combatant commanders' plans are long-standing and require periodic revisions as conditions and guidance changes. The Secretary of Defense approves the respective theater campaign plans, just as combatant commanders review, adjust, and approve their own country plans for services and agencies to execute within their region of responsibility.[23] The theater campaign plans include current operational plans and contingency plans (war plans) that are routinely reviewed and adjusted as necessary

Former Secretary of Defense Robert Gates remarked in the 2008 *National Defense Strategy*, "The Department will therefore strengthen its relationships with allies and like-minded partners, develop its supporting global defense posture, and build close and sustained relationships with U.S. government agencies and other critical actors at home."[24] Having the emphasis for interagency coordination understood and implemented at the highest level has reinforced change in planning and given teeth to the 3D planning model.

DEPARTMENT OF STATE: The Department of State is also working hard to link its strategic planning documents into a coherent "whole-of-government" approach. It thus developed the Quadrennial Diplomacy and Development Review in 2010, similar to the Department of Defense's Quadrennial Defense Review. It is a joint effort with US Agency for International Development to establish multi-year priorities and focus the limited resources of the department. In the Department of State, as in the Department of Defense, its strategic plans are top-down oriented from the department, regional, and country to the sector level. The plans incorporate bottom-up information from the field to seek continuous improvement, but it is still a top-down process.[25]

From the National Security Strategy, the Department of State uses Bureau Strategic and Resource Plans at the regional level and Mission Strategic and Resource Plans at the country level to provide guidance for the development of budgets and operations. The Quadrennial Diplomacy and Development Review now helps improve strategic planning. It improves the Joint Strategic Plan, which is the highest level strategic outline for the Department of State and the US Agency for International which covers policies, programs, and resources that shape foreign policy goals and the operations that support those goals.[26] (See chart 2 above for details on the strategic document flow)

The Joint Support Plan covers the national level mission statement, goals, values, and tools, but it also defines the primary aims of US foreign policy and development at the regional and country level.[27] The Mission Strategic and Resource Plan at the country level provides for a dialogue between the Department of State headquarters and field level offices on priorities and the linkage to resourcing those priorities. Portions of the Mission Strategic and Resource Plan are reviewed each year, ensuring that the entire plan is reviewed every three years.

AGENCY FOR INTERNATIONAL DEVELOPMENT: As the US government seeks to implement a whole-of-government approach to foreign assistance and as the global donor community (including sovereign nations) attempts to more closely coordinate their efforts, the US Agency for International Development's ability to confidently promote, justify, and defend its projects based on a consistent, analytical, and logical process is more critical than ever. The US Agency for International Development reports to the Secretary of State. The Agency has been active for over 50 years by concentrating in the developing world with a goal of expanding democracy and free markets through its implementation of US foreign policy.

Spending less than one half of one-percent of the U.S. federal budget, the US Agency for International Development works in five global regions and 97 countries in agriculture, democracy and governance, economic growth, the environment, education, health, global partnerships, and humanitarian assistance to provide a better future for all.[28] The 2008 civilian – military cooperation policy solidifies interagency coordination by stating, "It is USAID's policy to cooperate with the Department of Defense in the areas of joint planning, assessment and evaluation, training, implementation, and strategic communication," to facilitate a whole of government approach."[29]

Much more so, US Agency for International Development depends on its forward-deployed country-level field offices (missions) for assessment, planning, and implementation of the majority of its programs.[30] "Because development programming is tailored to the needs and challenges faced in each country, missions are empowered to develop strategic plans called Country Development Cooperation Strategies," [31] that align US, donor, host nation and other development programs in the country. There is a Results Framework for each development objective within the Country Development Cooperation Strategies that helps monitor inputs and outcomes and identifies the assessment of critical assumptions.

A framework is developed that compliments the results through rigorous analysis and project design. It acknowledges existing donors and overlaps, and monitors contributing results, and how those complement the US Agency for International Development's results.[32] The Country Development Cooperation Strategies provide approaches to synthesize in a five-year cycle the host nation challenges, such as poverty, corruption or HIV, as determinants of and approaches to the social and economic conditions of interest.[33]

The 3D planning model has allowed for huge strides in regards to interagency cooperation and efficiencies. Admiral Michael Mullen, former Chairman of the Joint Chiefs of Staff, stated in the 2011 *National Military Strategy*, "America's foreign policy [must] employ an adaptive blend of diplomacy, development and defense."[34] He also wrote, "The changing security environment requires the Joint Force to deepen security relationships with our allies and create opportunities for partnerships with new and diverse groups of actors. We must thoughtfully address cultural and sovereignty concerns in host countries."[35]

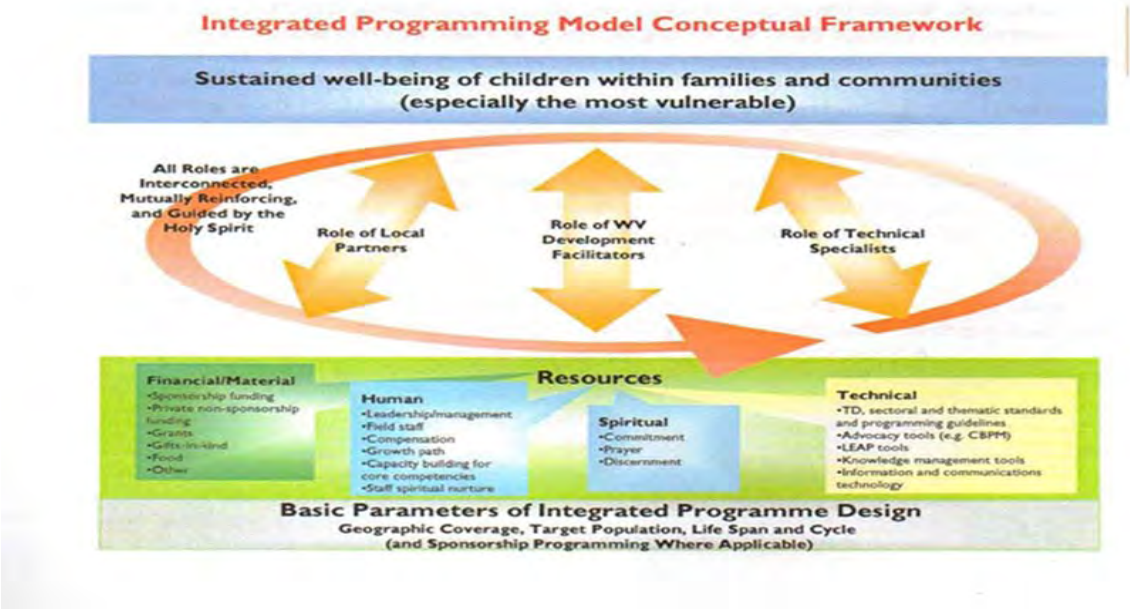
NONGOVERNMENTAL PLANNING - WORLD VISION

World Vision is a successful and global nongovernmental organization that partners with governments for grants, the global population for child sponsorship, and local communities to ensure their emphasis on long-term sustainable development. They employ empowering interventions to improve the livelihoods of people, particularly children as generational agents of change. World Vision spends an inordinate amount of time first ensuring its understanding of the problem to get the problem right and then allocating correct resources to address capacity issues. It commits to remaining in communities long-term for generational change and demands the communities and leaders to remain legitimate and trustworthy. If the security situation deteriorates and/or the leaders are exhibiting corrupt behavior, World Vision will halt work to pressure better adherence to agreements. Resources may be pulled from an area if behavior does not improve.

Just as with the 3D model, World Vision's global strategic planning model has many layers because of the decentralized planning process, time lines, local needs and priorities, and vastness of the organization itself. The Integrated Programming Model, as it is called, has

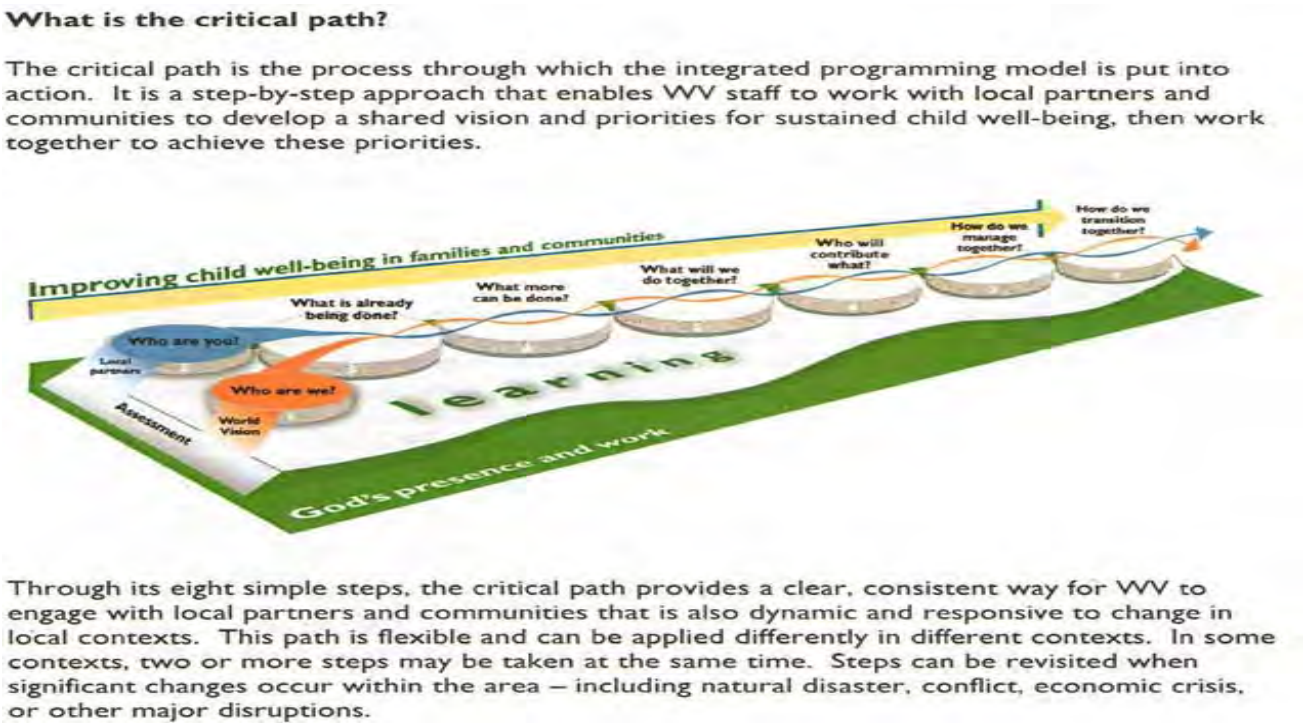
frameworks to assist in assessing and addressing problems and priorities. The model operationalizes higher level strategies at the local level using a step-by-step path.[36] It outlines resources to equip local staff to manage programs and "facilitate dialogue among children, families, and partners that leads to a shared vision, priorities, and action for child well-being."[37]

If a targeted local community possesses no trained personnel, lacks facilities and infrastructure, and/or are in need of significant monetary support, the assessment will account for increased resources and time commitment to complete the project. The model identifies gaps, redundancies, and ensures the strategic objectives and values align with the assessment for the project request. The problem and needs are identified at the local level and resources are allocated at the national and headquarters level. Projects are then supervised by the regional leaders and support offices (responsible for physical and legal obligations to donors for project oversight) on a continuous basis.



Graph 3. The World Vision Integrated Programming Model Framework outlines interconnected resources to sustain efforts at the community level.

World Vision hires Development Facilitators in the country in which they are operating. Such persons are usually local and who understand the needs and priorities in the area. They provide training, build relationships, encourage networking among civil and government groups, and follow a Critical Path process (see Graph 4 below) that engages with local partners to improve child well-being in families and communities. The Critical Path process supports the Integrated Planning Model (see Graph 3 above). The dynamic and responsive process begins with asking the questions of "who are we, and who are you." It then follows a path of questions identifying what is currently being done and what can be done together, how the partnership will work, and eventually resolving how the transition will occur to local ownership.[38] This assessment process ranges from nine to twelve months, or up to 18 months if needed.



Graph 4. The Critical Path is the action process of the Integrated Programming Model.

The Development Facilitators usually work on single projects or programs within a certain area. They work with World Vision employees at the "Area" level called Area Program Managers who manage Area Development Programs. Area Development Programs are cluster groups of projects that are child-focused, community-based, empowering, long-term, multisectoral, multi-source funded, and sustainable.[39] The two of them work with a local staff using the Integrated Programming Model as a framework, and the Critical Path process for actual project management. When obtaining approval of a desired project, they will submit project and program proposals for approval and funding through Country Program Managers and staff offices. The latter manage multiple country projects and ensure they align with strategic objectives and goals. Once the proposals are reviewed and approved by Regional Program Managers and the executive leadership of the Global Office of Strategic Management at the World Vision headquarters level, the project or program is managed at the lowest level possible except during reassessments and program evaluations. The designed approach prioritizes growth according to local programming through working with local leaders.

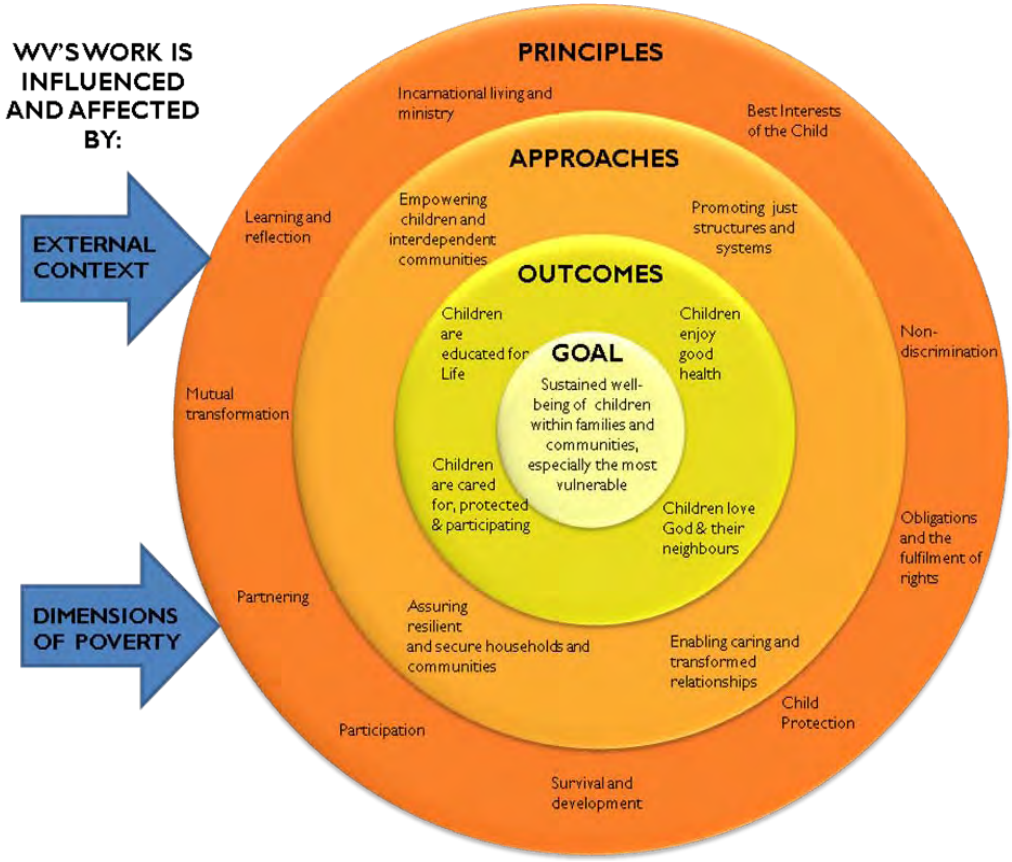
So, as confusing as all that may sound, the bottom-up levels of management from a specific location, to area, to country, to region, and then to the executive leadership provides appropriate supervision. More importantly, once a project or program is sourced, decisions and reporting are decentralized so that operational requirements are dealt with quickly and efficiently at the lowest level possible utilizing those actions most affected. The Development Facilitator and Area Program Manager handle most issues at the country level. The DF and/or APM may offer local cultural and language expertise than cannot be found in the organization. This is a key concept of hiring local. This allows World Vision to stay locally focused and build capacity locally. Once capacity is confirmed and communities are functioning, World Vision can leave.

The Critical Path process is the community action arm of the Integrated Programming Model, which supports World Vision's design planning process named Learning through Evaluation with Accountability and Planning (LEAP). All new projects and programs will apply LEAP from the assessment stage onward to ensure standards continue for program monitoring and evaluation.[40] All these levels and planning tools support the overarching Ministry Framework for transformational change that includes strategic principles, approaches, outcomes, and the World Vision goal of sustained well-being of children within families and communities.[41] This is the World Vision planning model in one long paragraph. Of course there are metrics, reporting, funding, and decisions included in all of this, but every employee has the same goal and motivation under one model– to lift children out of poverty as examples of change agents for communities to stabilize regions and prevent conflict.

The Learning through Evaluation with Accountability and Planning mentioned above allows support for strategic inputs and attacks the problem at the local level. The learning and sustainable planning cycle first assesses the root causes, symptoms, and underlying issues within a community to help frame the problem using a design-type format. The other decision making steps include monitoring, evaluating, reflecting, and then either redesigning or transitioning to host nation responsibility.[42] This planning process affords continuous opportunities to reassess and refocus during the program's timeline and cycle until such time a decision is made to transition to host nation control. Projects and programs are not necessarily "time" driven as the USG Government sees time. They are capacity and goal driven, equating to a long-term view.

Although covered last, The Ministry Framework is the key piece of World Vision's strategic planning documents. This framework aims to provide strategic guidance to assist regional and national offices with choices to help their strategy development plans without

dictating project or program practices.[43] Just as a Development Facilitator will use the LEAP framework and an Area Program Manager uses the Critical Path Process, country level leaders and above use this framework to guide them in the organization's core values and principles when reviewing and approving projects and programs. The Ministry Framework incorporates foundational documents including World Vision's vision and mission statements, core values, and various human rights instruments concerning poverty and children.



Graph 5. World Vision's Ministry Framework is the key strategic document that centers on child well-being and families within communities and drives upper level planning.

A COMPARISON OF PLANNING MODELS

Each of the planning models discussed above have systematic similarities found in their approaches to strategic planning. Both models are cyclical, meaning that assessments, updates, and decisions are reaffirmed or made periodically. Both models are also proactive and deliberate processes, in that they serve a long-term purpose of decision making by numerous leaders at many levels. The timeline differences for those processes are a crucial piece to the comparison. Although differently addressed in each model, there are key partners within each organization that affect goals, objectives, and end states.

Both models weigh what is needed versus what is feasible. However, they are addressed in much different ways. The 3D model makes those decisions from higher level guidance, while World Vision's bottom-up approach ensures the reality of a situation from the local level is considered at the decision table. World Vision is very relationship focused, while the US Government is more security oriented. Both models have components to function as learning processes utilizing feedback loops and assessment tools. World Vision is focused on means rather than ends through the process of local partnership, and "staff will be trained to recognize when it is not the most effective, efficient or appropriate approach."[44]Flexibility at the local level allows for project adjustments.

The intent of key partners in World Vision projects is that they remain in the area long after World Vision; this is achieved through empowerment.[45] The list of key partners is similar among both models, ultimately because the intent of both planning systems is to bring peace, raise poverty, provide stability, and build capacity. A list of partners may directly or indirectly include local and national government leaders who influence or are influenced by the local

population, the personnel of the organizations involved, the will and support of a global public that will provide resources, and most importantly the children. For World Vision, "project models are packages of globally proven practices, reflecting World Vision's strategic priorities and adaptable for context," because World Vision "works with other partners towards well-being of children, based on their roles and capacities."[46] In contrast, the 3D planning model is an attempt for the US Government to synchronize "proven practices" while working "with other partners" as a whole of government approach.

Richard Stearns, the President of World Vision U.S., has spent much energy espousing the story of "somebody else's kids." This means there is an increasing movement through moral responsibility to bring children out of poverty to provide a future of hope and stability. That is the premise behind World Vision's focus on children's well-being within families and communities.[47] American foreign policy and security cooperation planning mechanisms often include child poverty and education as a priority in capacity and capability building. The US Army Reserve completed the Rukini Primary School in early 2010 in Eldoret, Kenya between the two warring tribes, who two years earlier had committed atrocities against each other after the elections ended in early 2008. The school taught kids from both tribes even though the parents on either side would not engage in any reconciliation.[48] The goal: change through the children everyday when it was impossible through adults. Children are change agents, and long-term commitment allows for stability and peace. The project was handed off to local agencies, effectively putting the reservists involved "out of a job." This is the ultimate objective of World Vision: build capacity and give locals control of the project to sustain for the long-term.

Both planning models incorporate design into their model framework, although at different times and in different ways. Design is the process of creativity looking at the problem

(if in fact there is a problem). World Vision's project management cycle does more than identify the problem, by encompassing "the process of planning appropriate programs and projects using assessment results, tackling causes as well as symptoms of poverty."[49] In contrast, the 3D planning model incorporates design into the framework as the project is identified and reinserted several times in the process, to include toward the end of implementation. The purpose of design is to learn and adapt. It precedes and forms the foundation of staff planning. Design is often problem setting, while planning is problem identification.

Project Design is a core function of US Agency for International Development through which the Agency ensures projects are aligned with broader U.S. Government goals and strategic objectives. This aligns with the World Vision model of local priorities vetted against national priorities and objectives. The rigorous analysis, consultations, articulation of clear project objectives, and logical linkages between inputs, activities, and outputs within the new Country Development Cooperation Strategy increases the likelihood that projects will deliver benefits on time and within budget.[50]

One area of real disconnect in regards to the levels of effort between the two models and their respective organizations is how differently the levels of regional, theater, national, country, and local are defined. Each US Government organization is organized differently with offices and staffs. National means the United States in the 3D concept, but it means a specific country to World Vision. These perspectives affect how each organization views the levels of strategic, operational, and tactical planning. The Department of State and Department of Defense cover the global regions differently. While the Defense Department emphasizes regional plans through the Theater Campaign Plans, the US Agency for International Development and Department of State place a much greater emphasis on country-level planning.

Planning documents and reporting periods vary greatly among the agencies and comparatively with World Vision. The Department of Defense looks at real projects in the 5-7 year period, while the Department of State uses a 3-5 year period. The US Agency for International Development's long-term planning can look at the 7-20 year range. However, most project planning occurs in a much lower range. Comparatively, World Vision plans for projects in at least a 10-year timeframe, understanding that cultural barriers and sustained behavioral change takes time. Although some projects or programs may not complete for 20 years, the flexible oversight system within World Vision produces a five-year review, and annual assessments allow for project adjustments as progress and capacity grows within the local leaders and communities as they take ownership of the project.[51]

The difference in planning between the agencies and compared with World Vision is that World Vision in reality allocates resources and funding for a long-term project, whereas the US Government's planning is totally disconnected with the funding stream associated with project approval. Simply stated, the funding requirements do not look 20 years out. In contrast, World Vision's goal is sustained engagement with all types of communities and marginalized children to contribute to programming effectiveness through evaluations, monitoring and assessments to move closer to its vision of "life in all its fullness."[52] It is a process to World Vision where flexibility is possible due to the local focus and time isn't a concern. For most of the world, time is secondary to relationships; however, to many western nations and specifically the United States, time means everything. Planning cycles follow clear calendar, political, or budgetary fiscal years.

Any major organization includes strategic communications as part of its engagement efforts. The 3D model approaches this by understanding key audiences through the joint doctrine

definition "to create, strengthen, and preserve conditions for the advancement of US Government interests, policies and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power."[53] World Vision leadership has endorsed four ministry strategic approaches that promote just systems, enable caring relationships, assure resilient communities, and empower children.[54] The organization's messages always resonate with empowering local people through priorities developed at the "grassroots" level while remaining an authoritative voice of change at all levels.

CONCLUSIONS

As outlined throughout this paper, children's well-being is the focus and goal of World Vision and that mission is a process where long-termed partnerships outweigh near term end states.[55] The fight for sustained child well-being within families and communities, although periodic regional shifts of emphasis may occur, is the never-ending foundational mission of existence for World Vision. The Agency for International Development also shares in the priority of security and development of children. The Department of Defense is becoming increasingly more aware and involved with child security through security cooperation missions. There are hundreds of stories of military members doing things in Iraq and Afghanistan to show children that the US armed forces care. The 3D planning model is the starting point for US Government collaboration in long-term strategic planning that will bring together all the talent, resources and lessons learned.

There is good reason for these organizations to address child poverty and well-being: "Seventy-three percent of people in the societies of the bottom billion have recently been through a civil war or are still in one. One of the factors known to impede growth is war."[56] Richard

Stearns, President of World Vision, outlines in his book, *The Hole in our Gospel,* "that extreme poverty is the most devastating problem facing the human race. It condemns nearly half of the world's population to hunger, disease, and oppression – often with little hope for the future."[57]

Preventing future conflict is an international, interagency, intergovernmental, and inter-human problem. It is in the interest of our national security to tackle poverty by building capacity in security-ridden areas. President Barack Obama stated in his recent memorandum outlining 21st Century Defense Priorities, "In contrast to the murderous vision of violent extremists, we are joining with allies and partners around the world to build their capacity to promote security, prosperity, and human dignity."[58] The President set the priority for the US Government to work together to make this world more secure, and provide opportunities for hope.

Framing the right problem to prevent future conflict and to ensure the United States is a global stabilizing force is the intent of this paper. US Government agencies have developed the 3D planning model to assist in better interagency coordination to approach problem solving from a common picture. However, the nation can learn much from World Vision's approach of assessing bottom-up. To a planner, knowing who you are, where you are, who is with you, where you want to go, what you need to get there, and what you want to do when you get there, seems common sense.

However, the US Government has struggled with assessing and understanding these questions before committing resources to a crisis. World Vision's focus on children allows the organization, its goals and priorities, and its personnel to remain locally focused and connected to solve the real problems alongside their partners for long-term sustained change. World

Vision's focus on relationships over events and security also affords workers and volunteers the opportunity to become partners within the communities.

Recommendations: The US Government agencies must continue to move forward with the 3D planning model and, when ready, incorporate nongovernmental organizations within their framework. Local assessments that include local leaders cannot be replaced by smart guys on staff. These assessments help identify redundancies and gaps, and align timelines with expectations. Sharing liaison officers between US government agencies and nongovernmental organizations in formal training environments and for assignments within organizations would build on current experiences.

As the United States military draws down in Iraq and Afghanistan, there will be freedom of forces and a tremendous capacity to help with security cooperation missions in disruptive areas to curb poverty and injustice, and prevent conflict. Adjusting the military planning model to asses and look bottom-up would not only help align unit priorities and resources, but it would better posture the armed forces for global missions that involve long-term engagements. The phrase Think Globally, Act Locally, is not only relevant to World Vision and other nongovernmental organizations; it is also relevant to our military.

The 3D Planning Group, who is responsible for this planning model and its development, must continue their meetings and collaboration to better coordinate formal sustained interagency efforts. The working group and steering committee from each of the agencies are integral to any sustained relationship, policy institutionalization, and culture shift. The agencies must commit to this process by dedicating funding and rewarding their brightest and most talented through assignment to this planning group. It is an environment to dialogue, vent, explore, and solve

coordination issues when strategic guidance is updated or in the absence of guidance. They must also plan and host training conferences that will help better understand each other's planning processes.[59]

Lastly, as Americans who profess peace, liberty, and the pursuit of happiness, the nation owes those who are more misfortunate a legitimate and fair view of the world. The country's best efforts must be to build capacity for child well-being to bring hope to the corners of the earth and to prevent conflict. Much like World Vision which wears "who they are" on their sleeve, nations know what principles upon the United States was founded on and what it professes. The nation must ensure others trust us to come through with hope of a better future or, better yet, a future at all. It would be irresponsible to lose all the efforts and gains the US Government agencies have made with interagency cooperation to execute foreign policy, confirm our global commitment of prosperity, and ensure a hopeful future for children.

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APPENDIX A

ACRONYMS

3D Planning Model – Three-dimensional Planning Model

3DPG – 3D Planning Group

ADP – Area Develop Program

DF – Development Facilitator

DOD – Department of Defense

DOS – Department of State

GEF – Global Employment of the Force

GOSM – Global Office of Strategic Management

LEAP – Learning through Evaluation with Accountability and Planning

IPM – Integrated Programming Model

NGO – Non-governmental Organization

NDS – National Defense Strategy

NMS – National Military Strategy

NSS – National Security Strategy

JSCP – Joint Strategic Capabilities Plan

QDR – Quadrennial Defense Review

QDDR – Quadrennial Diplomacy and Development Review

TCP – Theater Campaign Plan

TD – Transformational Development

USIP – United States Institute for Peace

USAID – United States Agency for International Development

WV – World Vision

APPENDIX B

DEFINITION OF MAJOR TERMS – US GOVERNMENT

Author's Note: The majority of these terms are found and defined within the draft 3D planning model document and World Vision planning documents. The US Government strategic documents terms were taken from the Joint Publication 5-0, Joint Planning, dated August 11, 2011. Other definitions state the origin of the definition or include a parenthetical reference. The author's intent was to avoid personal opinion.

3D Planning Model – The US Government three-dimensional draft planning approach drafted by a jointly formed 3D Planning Group that includes the Department of Defense (Defense), the Department of State (Diplomacy), and the Agency for International Development (Development). The guide is a first-step for formal collaboration that outlines similarities and differences among the agencies to identify gaps and areas where cooperation is feasible and beneficial.

Adaptive Planning and Execution System – A DOD system of joint policies, processes, procedures, and reporting structures, supported by communications and information technology, that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

Bureau Strategic and Resource Plans – Annual strategic plans that identify a specific business plan for success, including budget and human resource requests related to specific goals and priorities. Each plan is evaluated by the Bureau of Resource Management and provided specific recommendations to improve programs.

Contingency Plan – A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command.

Country Development Cooperation Strategies – Plans from countries that receive foreign assistance funds under the leadership of the Ambassador to ensure all foreign assistance resources are coordinated, appropriately linked to foreign policy objectives, and supportive of an integrated country strategy.

Global Employment of the Force – A two-year directional guidance to combatant commands for operational planning (including campaign and contingency plans), force management, security cooperation, and posture planning. It is the document the Office of Secretary of Defense uses to tie strategic priorities set in the NSS and NDS into implementable direction for operational activities. It also consolidates and integrates DOD planning guidance related to operations and other military activities into a single, overarching guidance document.

Joint Strategic Capabilities Plan – A plan that provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. It provides military strategic and operational direction to combatant commanders and service chiefs for preparation of operation plans, contingency plans, and theater campaign plans based on existing military capabilities.

Instruments of National Power – The Diplomatic, Information, Military, Economic and Law Enforcement (newly added) means and institutions of a government available to shape and respond to global events and threats to U.S. foreign policy and national interests.

Mission Strategic and Resource Plan – Annual strategic plans developed that outline the intended goals, priority initiatives, and performance indicators with targets for the country team. Annual reviews result in detailed messages to posts outlining how the mission needs to improve its operations. It summarizes country-specific foreign policy priorities, identifies goals and measures, reports of results achieved, and identifies budget and staffing requirements.

National Defense Strategy – Reinforces the direction of the National Security Strategy. It emphasizes the threat to national security posed by the inability of fragile states to police themselves or to work in cooperation with neighbor states to ensure long-term security. It recognizes the need for partnerships and interagency coordination, and emphasizes the need to establish conditions of enduring security to support stability operations, necessary to the success of the other instruments of national power.

National Military Strategy – It specifies the ends, ways, and means necessary to ensure national security and interests, and to pursue national interests at home and abroad. It also describes and analyzes the strategic environment as it affects military operations, as well as the most significant threats in that environment. It focuses on achieving unity of effort through an integrated approach to intervention and is consistent with the National Security Strategy and the National Defense Strategy

National Security Strategy – Outlines the President's vision for providing enduring security for the American people in a volatile, uncertain, and complex strategic environment. It sets a course for statecraft, providing the broad national strategy for applying the instruments of national power to further U.S. interests globally.

Operational Plan – Any plan for the conduct of military operations prepared in response to actual and potential contingencies. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data.

Quadrennial Defense Review – Directs DOD to undertake a wide-ranging review of strategy, programs, and resources. Specifically, the QDR is expected to delineate a national defense strategy consistent with the most recent National Security Strategy by defining force structure,

modernization plans, and a budget plan allowing the military to successfully execute the full range of missions within that strategy. The report will include an evaluation by the Secretary of Defense and Chairman of the Joint Chiefs of Staff of the military's ability to successfully execute its missions at a low-to-moderate level of risk within the forecast budget plan.

Quadrennial Diplomacy and Development Review – A study by the United States Department of State, first started in 2009 and intended to be done every four years, that analyzes the short-, medium-, and long-term blueprint for the United States' diplomatic and development efforts abroad. It seeks to plan on a longer-term basis than the usual year-to-year, appropriations-based practice, and to integrate diplomacy and development missions under one planning process. It similarly seeks to correlate the department's missions with its capacities and identify shortfalls in resourcing. Finally, it is also a precursor to core institutional reforms and corrective changes.

Results Framework – A planning, communications, and management tool, illustrating the cause-and-effect linkages between outputs, intermediate results to achieve desired outcomes whether funded by USAID or its partners.

Security Cooperation - Activities undertaken by DOD to encourage and enable international partners to work with the United States to achieve strategic objectives. It includes all DOD interactions with foreign defense and security establishments, including all DOD administered security assistance programs, that: build defense and security relationships that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities; develop allied and friendly military capabilities for self-defense and multinational operations; and provide U.S. forces with peacetime and contingency access to host nations. (DOD)

Strategic Communication: The focused USG efforts to understand and engage key audiences to create, strengthen, and preserve conditions for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power. (DOD)

Strategic Defense Guidance – Presidential guidance on defense priorities for the 21st century published in January, 2012.

Strategy - 1. A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives. (DoD) 2. Views of where strategy ends and tactics begin differ between organizations. USAID views its basic strategic planning unit to be at the country level through the CDCS. This term is separate from the use of the term 'strategic" in the prologue.

Theater Campaign Plans – Operationalize plans from combatant command functional strategies. The campaign plans focus on the command's steady-state activities, which include ongoing operations, security cooperation, and other shaping or preventive activities. Campaign

plans provide the vehicle for linking steady-state shaping activities to the attainment of strategic end states.

Unity of Effort: 1. Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization - the product of successful unified action. (DOD) 2. A cooperative concept, which refers to coordination and communication among USG organizations toward the same common goals for success; in order to achieve unity of effort, it is not necessary for all organizations to be controlled under the same command structure, but it is necessary for each agency's efforts to be in harmony with the short- and long-term goals of the mission (DOS). Unity of effort is based on four principles: 1. Common understanding of the situation 2. Common vision or goals for the R&S mission 3. Coordination of efforts to ensure continued coherency 4. Common measures of progress and ability to change course if necessary. (DOS)

US Southern Command – One of nine four star Unified Combatant Commands (COCOMs) in the United States Department of Defense. It is responsible for providing contingency planning and operations in Central and South America, the Caribbean (except U.S. commonwealths, territories, and possessions), Cuba, their territorial waters, and for the force of U.S. military resources at these locations.

Whole of Government Approach – integrates the collaborative efforts of the departments and agencies of the United States Government to achieve unity of effort toward a shared goal. A whole of government approach is vital to achieving the balance of resources, capabilities, and activities that reinforce progress made by one of the instruments of national power while enabling success among the others.

APPENDIX C

DEFINITION OF MAJOR TERMS – WORLD VISION

Authors Note: All terms are defined using official World Vision planning documents.

ADP – Area Development Program (ADP) – Long-term community development projects that link villages that work together in regional clusters to help address the root cause of poverty. ADPs are child-focused, sustainable programs for between 15,000 to 100,000 people. Generally, World Vision works with communities for at least 10 to 15 years.

Critical Path – The process through which the integrated programming model is put into action. It is a step-by-step approach that enables World Vision staff to work with local partners and communities to develop a shared vision and priorities for sustained child well-being, then work together to achieve these priorities.

Learning Through Evaluation with Accountability and Planning (LEAP) – Links programs with national office strategies (country), which in turn is aligned with regional and global strategy.

Integrated Programming Model (IPM) – Equips World Vision local-level staff to work effectively with partners toward the sustained well-being of children within families and communities – especially the most vulnerable.

Management Cycle – Design and Evaluation of all World Vision programs founded upon principles of systemic inquiry, competence, integrity and honesty, participation, and respecting the interests of partners and the public.

Ministry Framework – Builds on World Vision's foundational documents and reflects strategic choices and principles: being Christian, community based, and child-focused. It incorporates transformational development domains of change for disaster management and child rights.

Non-Governmental Organization (NGO) –A private, self-governing, nonprofit organization dedicated to advancing an objective or objectives such as alleviating human suffering; promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and encouraging the establishment of democratic institutions and civil society. Also known as private voluntary organizations, civic associations, nonprofits, and charitable organizations. (USIP)

Program – Time-bound intervention consisting of multiple projects that coordinates to achieve a coordinated goal using different funding sources and/or partners.

Project – Time-bound intervention carried out to meet established objectives within cost and objective, and maybe a collection of activities in one area.

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Author's Note: Paul Collier's and Richard Stearn's books reinforce the reason I chose this subject. Both works are excellent. Our national strategic documents offered immense assistance in comparing high level documents, but the recently published *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense* by the President was instrumental in this paper. All of the documents from the agencies and World Vision were of great help. The 3D planning model is a great draft document for strategic interagency planning considerations. Derek Reveron's book on Exporting Security served as the institutional reference book during a large portion of this research time.

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